

BUILDING  
MORE THAN  
BUILDINGS®

# Build a High Performing Workforce for the Future

**Gilbane**

*Larissa Chevalier, VP Human Resources*

**Gilbane**

# Why Succession Planning

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- The War for Talent is on
  - Recruiting great candidates is hard
  - Integrating into the organization and culture is difficult
- Succession Planning yields results
  - Drives retention
  - Increases employee engagement
  - Accelerates career development and advancement
- Build a High Performing Workforce for the future
  - Grow and develop talent from within
    - Less expensive than recruiting
    - Committed & fit into the culture

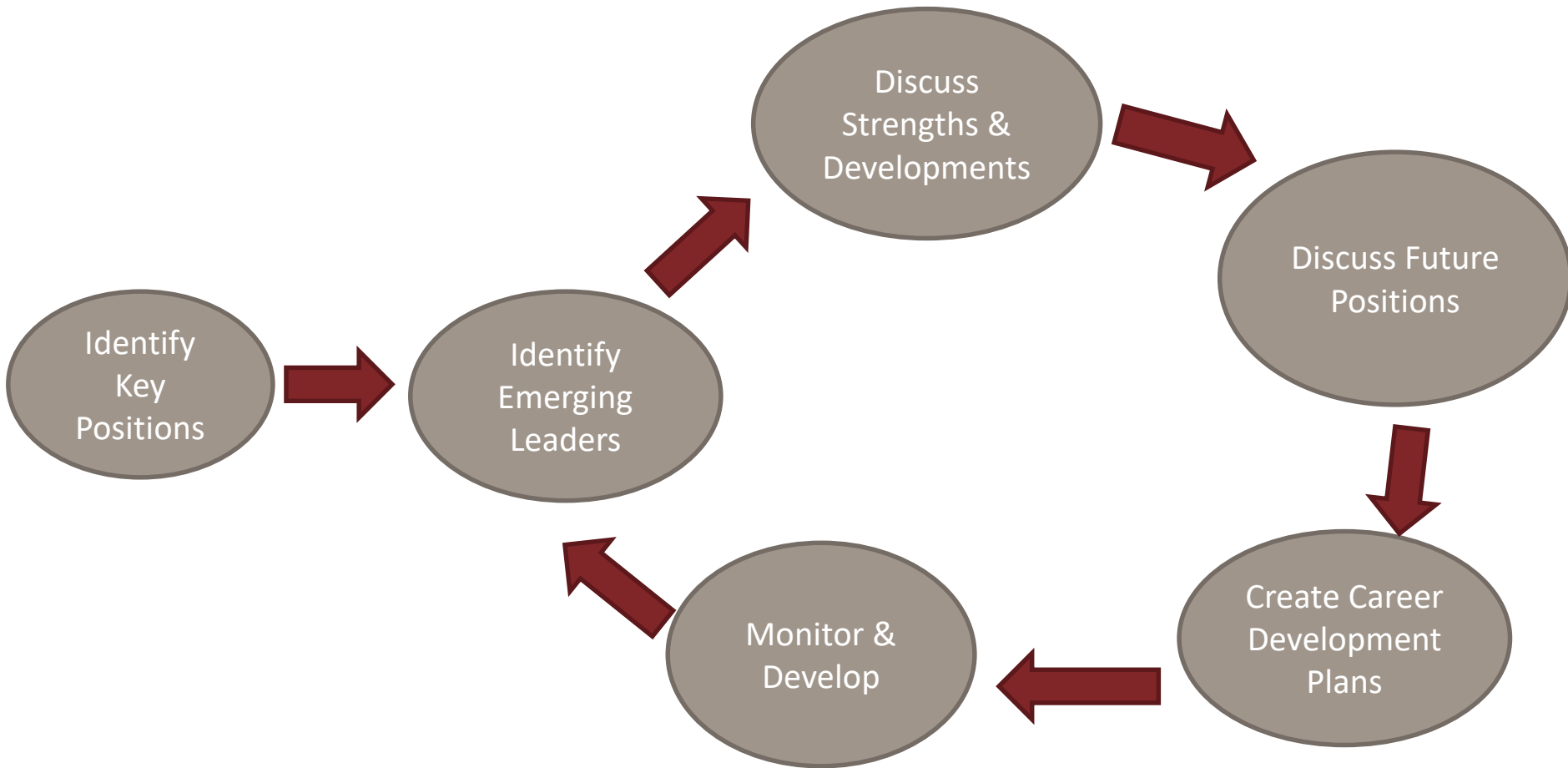


# Talent Review at Gilbane

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- Clear defined process
  - Annual cycle
  - Tied to performance but is a stand alone activity
  - Focus on diversity
- Commitment to the process
  - We have buy in from leadership
  - Most important meetings of the year
- Decisions made during the talent review process have a direct impact on the business
  - Plan and communicate to our Emerging Leaders
  - Meet with each EL to create career development plans
  - Identify gaps and develop a plan to overcome

## Division Talent Review



HIGH POTENTIAL  
MEDIUM POTENTIAL  
LOW POTENTIAL

### Enigma

- › Has high potential and has demonstrated desired behaviors and competencies beyond current position but is delivering at a low to moderate level of performance.
- › Has been acknowledged as a team player.
- › May be in wrong job or with wrong manager or may be new to the organization.

**Needs coaching and intervention**

### Inconsistent Performer

- › Delivers a low to moderate level of performance and results in assignments and responsibilities.
- › Over-relies on rules and procedures; fails to identify or implement creative solutions when necessary.
- › Does not consistently demonstrate organizational values; makes decisions/ takes actions that are not always in the best interest of the Company. The role requirements have surpassed the individual's capabilities.

**PIP should be put in place**

### Under Performer

- › Difficulty performing at a satisfactory manner. Isn't getting most important things done.
- › Manage performance or exit from organization.

**PIP/Exit**

### Talent to Watch

- › Meets all performance targets.
- › Demonstrates potential for growth to advance at least one level.
- › Is an employee who is new to the organization or one who has been recently promoted and has not had the opportunity to actually demonstrate higher level of performance yet but shows potential.

**Watch/Develop/Stretch**

### Effective Employee

- › Exceeds all performance targets and has potential for growth and increased responsibilities.
- › Shows signs of being a role model
- › Development focus is to increase performance contribution to "high" with further assessment of potential growth.

**Develop**

### Core Employee

- › Solid and consistent contributor that meets basic performance requirements.
- › Dependable and responsible
- › Assumes personal responsibility for achieving results.
- › Keeps current skills up-to-date.

**Observe/Monitor**

### "Star" – Level 5 Leader & Performer

- › Highest potential and likely to lead a BU or department in the future.
- › Delivers consistently strong performance and outstanding results in a wide variety of challenging circumstances.
- › Consistently uses creativity and innovation in solving problems and implementing solutions.
- › Consistently demonstrates propensity to lead, passion and drive for results, organizational values; always operates in the best interest of the Company.
- › Retention is critical.

**Stretch**

### "Rising Star"

- › Is exceeding performance expectations and is a good candidate for rapid growth and development.
- › Is actively gaining competencies and is highly engaged in their role.
- › Will need extra attention to develop specific gaps to move to the next level of responsibility through a CDP.

**Stretch/Develop**

### Trusted Professional

- › A strong performer; is a leader in his/her area of expertise
- › Loves their job, future holds same type of role, same type of team.
- › Valuable for developing others. Professional, or SMEs fall into this box.
- › Is a leader and role model

**Develop/Mentor Others**



**Top Talent for Future**  
(Typically, 10 – 12% of your BU)



**Top Talent for Sustainability**

**LOW PERFORMANCE\***      **MEDIUM PERFORMANCE\***      **HIGH PERFORMANCE\***

\*Performance Based on Current Job

# Discuss Strengths, Development Needs and Future Positions

## LARISSA CHEVALIER

**Current Title:** Project Manager  
**BU:** Washington DC  
**Division:** Mid Atlantic  
**Time in Position:** 2Y 3M  
**Hire Date:** 7/14/2010  
**Age:** 38

**Bottlenecked:** No  
**Turnover Risk:** Medium  
**Impact of Loss:** Medium  
**Mobility:** Yes  
**Type of Mobility:** Any  
**Why:** Promotion



Future Positions		Category	Comments
Emergency Successor	Project Executive	Strengths	<i>Great communication skills and building teams</i>
0-2 Years	Project Executive	Recommended Development Opportunity/ Experiences	<i>Participate in strategic planning Take on managing more than one project at a time</i>
3-5 Years			
5-9 Years	Operations Manager	Career Aspirations	<i>Become a Project Executive before 40 and then larger leadership roles. Would like to be a Business Unit Leader in the future</i>
10+ Years			

# Sample Succession Plan

Position	Incumbent	Emergency Successor For	Successor #1 (0-2 Years)	Successor #2 (3-5 Years)	Successor #3 (5-9 Years)	Successor (10+ Years)
Operations Manager	Mike B, 38	Frank G, 58 Sr Project Exec		Mark B, 35 Project Executive	Larissa C, 35 Project Manager	Leah R, 28 Sr. Project Engineer  Chris K, 29 Sr. Project Engineer
Senior Project Executive	Frank G, 58  Bill B, 65  Tony M, 44		Mark B, 35 Project Executive	Larissa C, 38 Project Manager	Leah R, 28 Sr. Project Engineer  Chris K, 29 Sr. Project Engineer	Steve D. 24 Project Engineer
Senior General Super	Anthony I, 60  Bill H, 56  Paul B, 62				Matt R, 36 General Sup	Danielle C, 36 General Sup  Mark M, 30 Super III

# Career Development Plans



## Career Development Plan Tracker

Need help? Contact [humanresources@gilbaneco.com](mailto:humanresources@gilbaneco.com)

Employee: \_\_\_\_\_ Plan Name: **Career Development Plan**      1. Strengths & Development      2. Add Goals      Edit Details      Generate CDP      Go Back

Champion: \_\_\_\_\_ Supervisor: \_\_\_\_\_      Display Active Goals:  N  Y

#	Competency	Type	Goal/Objective	How I will achieve	What success looks like	Timing (Start Date)	Timing (Target Completion)	Status	Edit	Progress
4	Customer Focus	Development Need	Create raving fans out of owner and design team	Have more of the hard discussions with team members, keeping the customer focus in view. Support team members that allows for quick resolution with tricky situations, Respond in timely manner to issues that are viewed as critical to customer.	Receive client satisfaction surveys from customers that exceed expectations, repeat business		06/30/20	In Progress	<a href="#">View</a>	
5	Customer Focus	Development Need	Request a letter of Reference from Patrick Brophy- Chief of Operations for Mayor Walsh related to our execution and completion of the Dearborn Stem Academy. I believe there are many positive comments that can be received. Request a letter of Reference from JLA, as well.	I have had a brief discussion with Pat on site at the Dearborn prior to the ribbon cutting ceremony. I will follow up based on this discussion. No discussions yet have been held with JLA however I have a strong relationship with them and believe it can be achieved by the ask.	A letter of reference for Gilbane from the COB as well as JLA.	09/19/18	11/15/18	In Progress	<a href="#">View</a>	
6	Business Development/Doer Seller	Development Need	Participate in more face to face meetings with current clients and prospective clients to further develop relationships. Discuss ways for Gilbane to get involved.	Set up meetings. Talk to BD about upcoming meetings. Stay involved with current projects Gilbane is tracking, any clients that are on the list that I have relationships with look to contact them.	Acceptance of meeting, gather information from client regarding prospective projects.	10/01/18	12/31/19	In Progress	<a href="#">View</a>	
7	Developing Others (including Self)	Development Need	Work on developing younger Engineers, hold training sessions to keep Engineers aware of the latest trends, practices, policies etc. Attend Babson Executive	Develop white paper on multiple topics (revolving) that provides support and information to engineers. Hold Webinars Participate in Executive Leadership	Engineers will call on me for help with solving problems, and they will gain more experience about the processes utilized at GBCO Complete the program and classroom	01/01/19	12/31/19	In Progress	<a href="#">View</a>	

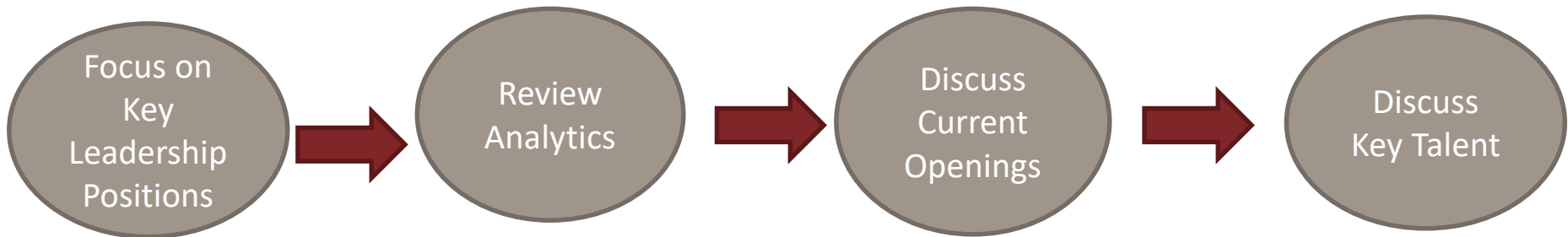


# Key Priorities for Emerging Leader Development

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1. **Confirmation** – make sure your EL's know they're important
2. **Strength** – strengthen their aspirations and know what motivates them
3. **Support** – help them build networks they need for the future
4. **Challenge** – challenge their abilities to push the company forward in new and unfamiliar situations
5. **Direction** – provide a compelling career path – enable movement to stretch roles and projects
6. **Communication** – constant and continuously

## CEO Talent Review



### Outcomes

- Bring awareness to top talent across the organization
- Break down silos
- Share talent

# Are we on track?

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## **Indicators that we are on track**

- Complete succession plans with no or few gaps
- Diversity in ELs
- Complete Career Development Plans for all ELs
- Reduced turnover and increased engagement
- No recruitment required for key positions

## **Indicators that we are on NOT track**

- Incomplete succession plans with multiple gaps
- Little to no Diversity in ELs
- Incomplete or missing EL Career Development Plans
- Increased turnover or low engagement scores
- Recruitment for key positions

# HR's Role in Succession Planning

- Talent Advisors
- Facilitate the meetings
- Provide feedback on employees
- Ensure there is an eye for diversity
- Challenge the status quo
- Ensure follow up throughout the year



# Continuous Journey

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The LEAPS we have made

- Adding in CEO Talent Review
- Using Technology for automation
- Identifying Critical Experiences for EL's
- Better partnership with Learning and Development
- Adding additional leaders to the conversation
- Breaking down the silos
- Continuous focus on Diversity



# Making the LEAP

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- Operationalize it
  - Get Leadership buy in
  - Ensure the key positions are what the business wants to focus on
  - Track results
- Focus on potential
  - Be comfortable with promoting people who are “almost” ready
- **Be Intentional**